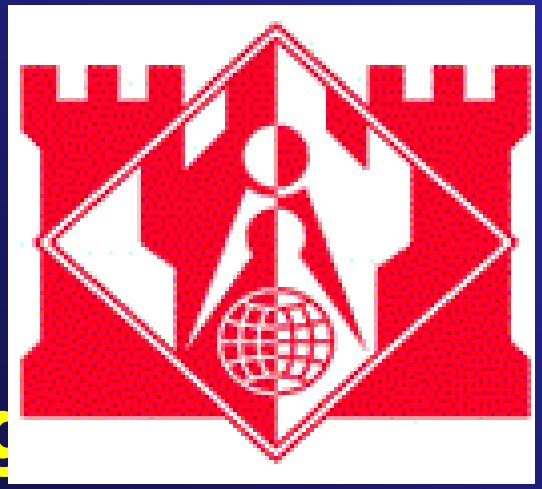
District Commander's Conference
Chief's Forum

LTG Joe N. Ballard

Ft. Leonard Wood
21 April 1998

Introduction

- Who We Are.
- How Are We Doing?
- Where We Are.
- Where We Are Going



"…we will transform a good organization into a great organization - one that is pre for the 21st Century."

LTG Joe N. Ballard

DCG CHIEF'S FORUM

Who We Are

- USACE is an Army organization.
- A Commander's organization.
- Must have unity of effort.
- Must maintain strategic focus.

Sacramento District Commander and Gov. Wilson review emergen levee restoration work.

DCG CHIEF'S FORUM

How Are We Doing ?

- We’re doing great!
- Progress faster than anticipated.
- Clear understanding of Vision and Commander’s Intent.
- A great start at changing in a unified manner.

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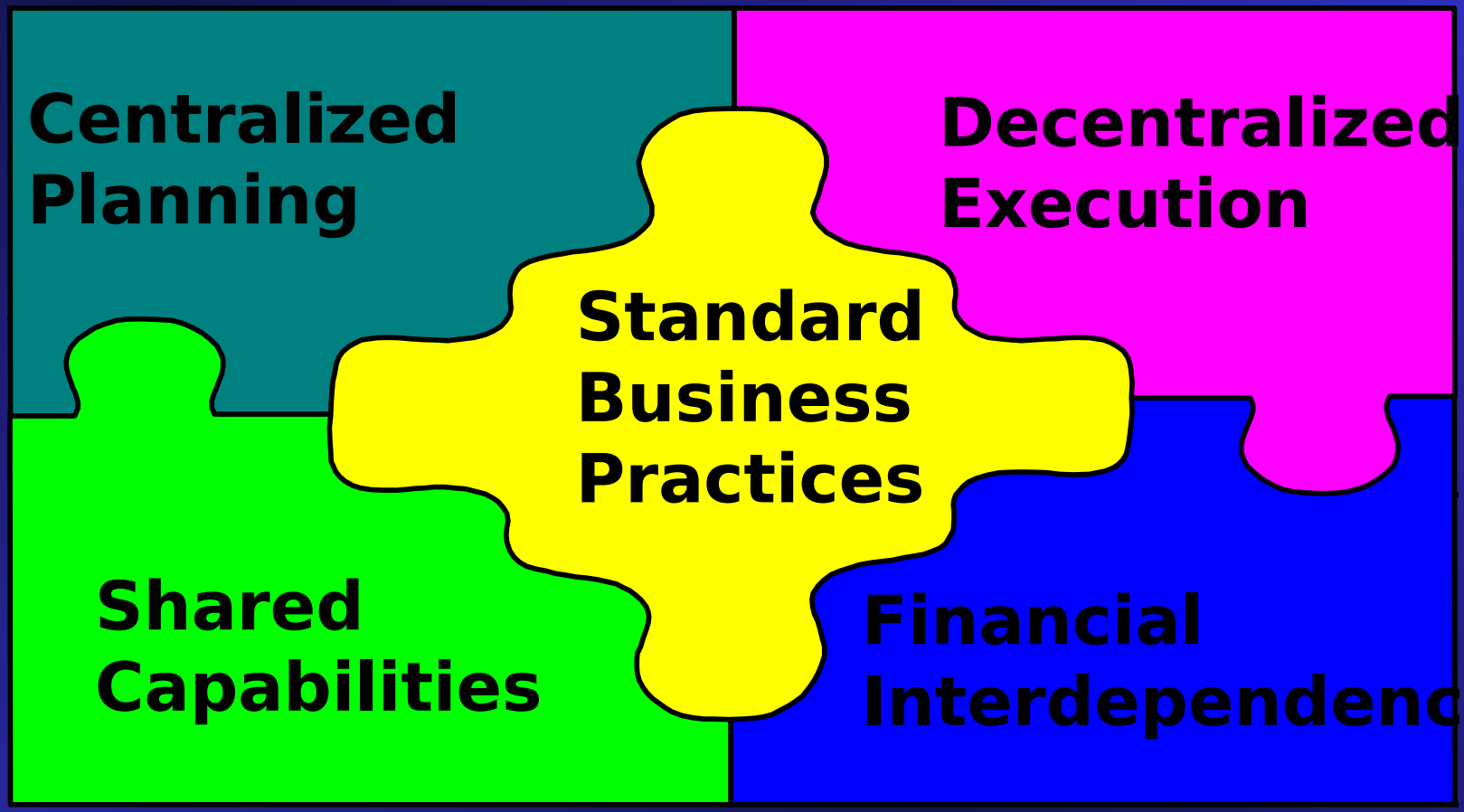
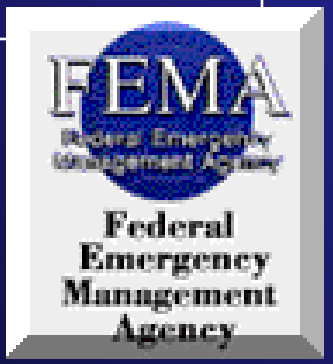


Business Center Concept

DCC CHIEF'S FORUM

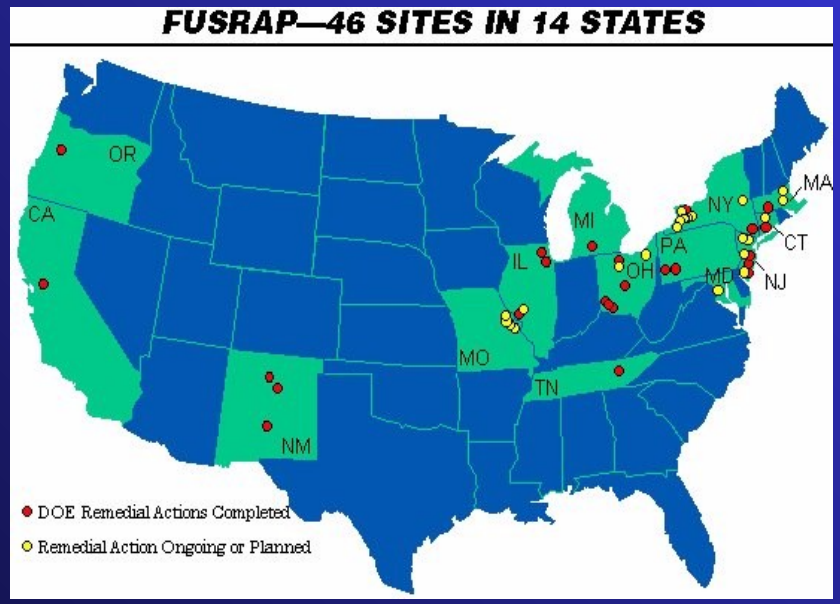
Support for Others

- New SFO Organization.
- Important for the future.
- We must advertise our capabilities in a cohesive and planned manner.



FUSRAP

- A success story in the making.
- FUSRAP was given to us because we get the job done.
- Stakes are high in this mission.



Soil Excavation at St. Louis Airport FUSRAP Site.

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Congressional Relations

- Update on Congressional Contacts.
- Coordinate all visits with HQUSACE OCA.
- Report to OCA on results of visits.
- Consideration for Member's staff

Office of Congressional Affairs
US Army
Corps of Engineers

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Where We Are

- Still a lot of work to do in many areas.
- Need to energize implementation of strategic plan.
- Time to “make it happen.”

CHIEF'S FORUM

Overcoming Inertia

- Wide agreement that this is a problem.
- WE are the organization.
- Need for improved communication that change is necessary and desirable.
- Leadership must initiate and focus organizational change.

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"Irrational and political resistan
to change never fully dissipates

- John Kotter, "Leading Chang

Where Are We Going

- Next major thrust is:
  - Consolidating Gains
  - Producing More Change
  - Anchoring New Approaches in the Culture

How We Will Get There

- **Engagement of Directorates and Principal Staff.**
- **Division Commanders more active in District implementation.**
- **Increase bottom-up input.**

"Whenever you let up before the job
done, critical momentum may be lo
and regression may follow."

- John Kotter, "Leading Change

Current and Future Actions

- Information Technology - cannot fall behind in this critical area.
- Training and Mentoring.
- New Approaches for Business and Project Management.

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Business Center Implementation
Project Management Reorganization

Effects of Downsizing

- Not an excuse for failure to change.
- Manage reorganization to complement Vision implementation.
- Commanders must motivate their organizations.
- Cannot afford organizational paralysis.

"If environmental volatility continues to increase…the standard organization of the 20th century will likely become a dinosaur."

- John Kotter, "Leading Char

Conclusion

- Our Mission.
- Focus on it and do it well.
- Our future is bright.
- Let's not dwell on the negatives.
- Continue to "move out."

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ESSAYONS